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30 MAR 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: R. E. Hineman
Deputy Director for Science and Technology

SUBJECT: Follow-up on DCI's Speech on Excellence

REFERENCE: DDCI Memorandum of 16 March 1984, same subject

1. This is my status report on the actions set forth in the DCI's 16 March speech and your memorandum.
2. I have directed my staff and office directors to move ahead smartly to implement those items which affect us directly and to come up with imaginative ways to accomplish the other proposals.
3. The attached draft memo to my office directors outlines the steps I am taking to further instill excellence in this Directorate. I have directed eleven decisions to be implemented immediately and have delegated to my Career Service Board other actions. My staff is preparing implementing notices where necessary and is keeping in touch with the appropriate Directorate of Administration offices and my six offices to track all the actions.
4. In the spirit of delegating authority downward, after the Executive Director decided to raise my reprogramming authority to \$250,000, I raised my office directors' reprogramming authority to \$150,000.
5. Another step I have taken is to task the participants in our Career Development Course to report on how we can better delegate authority, increase our recognition of outstanding performance, improve communications and reverse the trend toward more bureaucracy. This group of people represents the best and most promising officers in the Directorate and I believe their contribution to this process will prove to be valuable. Because we have two runnings of this course each year, their ideas will be a continuing source of new ideas on how to improve the way we do business.

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6. To ensure good communications throughout the Directorate I have begun a regular practice of getting out to my offices one or two afternoons a week to practice "management by wandering around." My visits have been well received and I have found them to be useful and informative.

7. I am pressing my senior managers to maintain the momentum of this effort and to get their people at all echelons involved. I will continue to give this my close personal attention.

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R.E. Hineman

cc: EXDIR

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MEMORANDUM FOR: DDS&T Office Directors and C/MS
FROM: DDS&T
SUBJECT: Follow-up on DCI/DDCI Initiatives on Excellence

1. As you are well aware from our discussions, I am committed to moving ahead smartly on DCI/DDCI initiatives to improve the way we do business. I have carefully studied the DCI's speech and urge you to do so. I have tasked my staff to follow up on each item and have given you a copy of that tasking.

2. The DCI/DDCI decisions cited below should be implemented immediately. DDS&T notices are being issued where needed, and I presume guidance from other components such as the Office of Personnel will be forthcoming. However, I want you to get started on them now.

a. Assignments of SIS-1 and 2 officers will be decided within the Directorate. Once I have approved them verbally, the only required paperwork will be the personnel action which I will sign.

b. Awards up to and including the Career Intelligence Medal will be decided on by me after Career Service Board (CSB) consideration.

c. Cash awards from \$501 to \$1,000 will be decided on by me after CSB consideration. Awards up to \$500 will be the responsibility of individual office directors.

d. Control of FTE has been delegated to the Office Director. You are responsible for operating within your FTE limit.

e. Annual Work Plans are optional (except for SIS officers). You may wish to continue to require them for problem employees and for new managers.

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f. Career panels will no longer require separate documentation for promotion recommendations. All employees in the grade being considered will receive active consideration.

g. Time-in-grade guidelines for promotion will continue to be waived to reward excellence in performance.

h. The 8-hour donation rule on overtime is abolished. Such overtime must be directed.

i. When referring to our employees, we will refer to them as professionals. There will be no further use of the "clerical" and "technical" labels.

j. Shorthand is abolished as a requirement for promotion. I want you to consider how to handle assignments to and from positions which require shorthand and provide input to me by 30 April.

k. Feedback from Inspector General surveys will be shared with employees, and employees will be involved in solving the problems that are cited. I want your input by 30 April on how to do this most effectively while protecting sensitive matters.

3. One of the suggestions of the DDCI's interdirectorate task force was to provide resources at the directorate level for task forces on special problems. The resources would be made available to the offices if not required at the directorate level. I want your views on such needs in DS&T by 30 April.

4. I want the CSB to consider the following subjects and report to me by 30 April:

a. More opportunities are needed for dual career tracks which permit us to use our specialists more effectively without requiring all of them to become managers. Study our Senior Scientist Engineer Program as well as the DI's Senior Intelligence Analyst Program and recommend how we can expand on such programs.

b. Decide on a list of criteria for rating managers. The interdirectorate task force recommended the criteria be more specific.

c. Determine whether each office in the Directorate needs a handbook similar to the one developed by OD&E to provide guidance and information to both new and experienced employees. Determine whatever other actions need to be taken to provide guidance and information to our people.

d. In cooperation with the Career Development Officer and the Training Officer, establish a program for S&T Career Days where opportunities in this Directorate can be presented to all Agency personnel.

e. Include a specific reference to "excellence" on as many forms, awards and plaques as appropriate.

f. Decide what mechanisms will be most useful in this Directorate to continue to periodically generate ideas to improve the way we do our business.

5. I want you to continually concentrate on the major goals of this effort: push down responsibility to the lowest level possible; increase the recognition of outstanding performance; improve communications; maintain the uniqueness of CIA people; and reverse the trend toward more bureaucracy. I welcome your views and those of your people on how to attain these goals.

6. I am committed to maintaining the momentum of this effort and to making real progress. Let's just not talk about streamlining procedures and eliminating unnecessary bureaucracy, let's do it!

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R. E. Hineman

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